

SAMPLE

Position Description - General Manager
of a RECA. Basic Functions

The General Manager is responsible for the effective management of all affairs of the REC. He plans, directs, and coordinates the programs and activities of the REC for balanced, comprehensive accomplishment to attain the objectives established by the Board of Trustees.

B. Responsibility and Authority

Within the limits of the Articles of Incorporation, the Regulations or By-laws, and the objectives and policies established or authorized by the Board of Trustees, he is responsible for and has commensurate authority to accomplish the duties set forth below.

He may delegate portions of his responsibilities, consistent with sound operations and authorized policies and procedures, together with proportionate authority for their fulfillment, but he may not delegate nor relinquish any portion of his accountability for results.

He may, in order to carry out his functions properly, secure the services of outside agencies or consultants to examine, investigate or facilitate changes in operations, procedures, or methods.

1. Advises and assists the Board of Trustees in consideration and determination of whatever objectives, policies, and other basic controls required for the most effective management of the REC.
2. Maintains a continuing study of economic, industrial, and technological developments and trends, and provides the Board with whatever forecasts and plans are necessary to assure that all phases of REC's operations are adequately equipped to meet members' needs and take full advantage of the long range potentials of the business.
3. Defines and recommends operating and financial objectives; develops in conjunction with department heads, short and long term plans and programs with supporting budget requests and financial estimates for each department, and the REC as a whole; submits proposals to the Board of Trustees for consideration.

4. Interprets and administers policies established by the Board; issues standard practice instructions to members and department heads, and other personnel affected, to assure uniform interpretation.
5. Directs and generally supervises immediate subordinates in their performance of assigned duties and in the manner in which they pursue their objectives and programs; renders advice, assistance and guidance to subordinates.
6. Takes action to correct unsatisfactory conditions that may arise in any phase of operation, and directs whatever action may be deemed necessary to accomplish approved objectives.
7. Keeps the Board of Trustees regularly and fully informed of the progress and results of REC operations for conformity with established objectives, programs, and budgets, and of all important internal and external factors influencing them.
8. Ensures that the organization structures at all levels of the REC are the most efficient for the type of operations in which the REC is engaged; plans for changes in the organization structure required to adjust to future trends of REC operations and secures the approval of the Board when major realignments are required.
9. Sees that the organization is staffed with competent people, that they are delegated authority, and are compensated commensurate with their responsibilities; that appropriate limitations of their authority are defined and understood with respect to policy and commitments on expenditures and actions affecting personnel.
10. Authorizes the appointment, promotion, retirement or release of management personnel.
11. Directs the administration of the policies and programs for executive and managerial compensation.
12. Ensures that adequate provision is made by department heads for keeping abreast of the technological and marketing developments pertaining to the REC.
13. Ensures that all funds, physical assets, and other property of the REC are appropriately safeguarded and administered with the policies established by the Board.
14. Ensures that due attention is paid by all executives to promoting and maintaining a high level of efficiency and economy in all aspects of the REC's operations and activities; encourages improvement in methods and procedure which will effect efficiency and economy.

15. Keeps all management personnel informed of matters concerning the progress and well-being of the REC and their employment with it.
16. Encourages participation and creative effort by maintaining a constructive attitude toward suggestions and by giving full credit to subordinates for their contributions.
17. Provide suitable opportunities for the development of executives and supervisory personnel, both to maintain existing competence and insure adequate bases for promotion.
18. Ensures that members are accorded equitable treatment in their transactions and relations with the REC.
19. Maintains appropriate contacts and develops necessary relations with government departments, industry organizations, labor unions, and other organizations which have an influence on the attainment of the REC objectives.